

CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH

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FROM: The Secretariat

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Consultative Group Meeting

October 30-31, 1980

Agenda Item 9

Attached, for the information of Group members and others attending the Consultative Group Meeting at Manila from October 30 through 31, is a copy of a paper outlining proposals for the second review of the CGIAR system.

This matter will be discussed under Agenda Item 9 at the meeting.

Attachment

Distribution:

CG Members  
TAC Chairman  
TAC Secretariat  
Center Board Chairmen  
Center Directors

September 15, 1980

## CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH

THE SECOND REVIEW OF THE CGIAR SYSTEM

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PROPOSALBackground

1. The CGIAR undertook an overall review of its objectives, policies, and procedures in 1976. Since that time, there have been changes in the Group itself and in the environment in which it operates. Membership has expanded, and new activities have been taken on or created which are different in character from the original biologically-based institutes. The Group's resources and activities have grown to the point where it has high visibility in many aid organizations, and where questions of accountability and cost-effectiveness are inevitably becoming more insistent. The success, so far, of the CGIAR as a means of marshalling international support for research has been widely recognized, and consideration given to applying it to other fields. In the broader context, overseas development programs generally face strong domestic challenge amidst attempts to address the problem of improving economic relations between the North and South.

2. After almost ten years since it was founded and five since the last review, the CGIAR felt it appropriate that a second review should be undertaken, and at its meeting in November 1979 decided to commission it for completion during 1981. It asked the Secretariat to prepare a proposal for consideration at the CGIAR meeting in October 1980, and to take other preparatory steps. This paper contains such a proposal.

Purpose and Objectives

3. The purpose of the Review will be to recommend the strategy for the CGIAR system for the next decade in terms of objectives, the policies to be pursued, the range of activities to be supported, and the resources to be sought, and to make recommendations respecting the organization and procedures needed to implement the strategy effectively and assure the efficient functioning of the system.

Organization of the Review

4. The CGIAR will entrust the Review to a Review Committee of about 15 individuals, selected by the Chairman of the Group on the basis of their personal experience and qualifications in relevant fields. They would be drawn from the various constituencies within the system -- contributing members, beneficiary countries, the international research institutions (including their Boards) and the Technical Advisory Committee. Representatives of the Group's Cosponsors, and the Chairman of TAC, could attend

Committee meetings ex officio. It is expected that the Committee will meet three times during 1981 for about two days each time, in mid-January, mid-May and mid-July. The Committee would submit a report to be considered at the meeting of the CGIAR in the last quarter of 1981. It has been suggested that the Chairman of the Group serve ex officio as Chairman of the Review Committee, and the Group should decide whether this is desirable.

The Committee will have as its staff a Study Team consisting of four or five consultants, headed by a Study Director, and assisted by a Secretary to the Team. The Study Team would work virtually full-time from January 1981 through May 1981, with some part-time activities before and after this period. Other consultants may be retained for shorter periods as needed to study specialized subjects. The Study Team will be provided with secretarial and other support services, and will work out of offices provided by the World Bank in Washington.

Good assessments of the outlook for future food production and consumption in the developing countries are available, so while the Committee will need to be fully acquainted with the basic problem to which the CGIAR is addressed, it will not need to undertake an independent assessment. Similarly, much good work has been done by TAC on some of the important issues facing the Committee, particularly the priority of various kinds of research. TAC's reports on these questions will be essential inputs to the work of the Committee and the Study Team, which consequently should not need to undertake further original work in these areas.

#### Ground to be Covered

It is proposed that in carrying out the review the Committee should address four main areas, (a) the Group's strategy for the future, (b) the appropriate relationship of the Group and the system to the beneficiary countries, (c) the structure, organization and governance of the system, and (d) efficiency in operations and use of resources.

The Committee should examine and reformulate for the next decade the Group's purpose, objectives and strategy, testing these for relevance, timeliness, feasibility and promise in the light of the present circumstances of the developing countries and the likely available resources. This should be done within a global context, taking into account other agricultural research efforts -- the developing countries' own efforts, research in the industrialized countries, and efforts of other international bodies and the private sector. It will necessarily entail considering what properly falls within the ambit of the CGIAR system and the scale of future operations.

The CGIAR system exists to further the development of agriculture in the developing countries. The Committee should, therefore, consider how well it serves their interests in today's circumstances and recommend whether changes should be made and steps taken to ensure that their needs, views and aspirations are understood and properly taken into account.

The structure and organization of the CGIAR system is already well established. The Committee should consider whether they continue to be well suited to implementing the strategy for the future. Is radical change needed? If not, could adjustments be made which would improve their effectiveness and ensure better coordination and rationalization of the functions of the principal elements -- the Group itself, the Cosponsors, the Centers and their Boards, TAC and its Secretariat and the Secretariat of the CGIAR. The Committee will wish to consider respective responsibility for policy formulation, planning, decision making, accountability, monitoring and control.

The manpower and funds at the disposal of the CGIAR are scarce resources. The Committee should consider and make recommendations on efficiency in operations and in the use of resources. This will entail consideration of how priorities for the system as a whole and its individual components are set and adhered to, of mechanisms for balancing the claims for funds and the available supply, and of the optimum size and productive life of an international research institution.

In carrying out the review and making recommendations the Review Committee will concern itself with the Group and the system as a whole and not with the operation of individual centers or programs. More detailed draft Terms of Reference for the Committee are attached as Annex I.

#### Financial Arrangements and Budget

The cost of the Review will be met from a Review Fund, contributed by CGIAR members and administered by the World Bank. Costs to be met from the Fund would include:

- travel and subsistence of Committee members whose organizations cannot cover them;
- Committee meeting expenses;
- fees, travel and subsistence of members of the Study Team;
- costs of support staff for the Study Team;
- data processing, communications, report production.

Total cost of the Review is provisionally estimated at about \$465,000, made up as follows:

Preparatory Work (May - December 1980)	\$ 64,000
Study Team, and support services	328,000
Committee	<u>73,000</u>
	<u>\$465,000.</u>

A more detailed budget is attached as Annex II.

DRAFT TERMS OF REFERENCE FOR THE REVIEW COMMITTEE

1. The purpose of the Review to be conducted by the Review Committee is to examine the CGIAR and the system of research it supports, to recommend the strategy for the next decade and a plan for the years immediately ahead and to make recommendations respecting organization and procedures needed to implement the strategy effectively and assure efficient functioning. More specifically, the Committee will:

- (a) Examine and, as necessary, reformulate for the Group's consideration its objectives, policies to be pursued, range of activities to be supported, and level of resources to be sought, testing these for relevance, timeliness, feasibility and promise in the light of the present and changing circumstances of the developing countries and the likely availability of resources. In this the Committee will consider:
  - (i) the place of the CGIAR system within the total agricultural research effort addressed to the developing countries comprising developing countries' national programs, regional programs, programs in the industrialized countries and in the private sector;
  - (ii) the choice between supporting agricultural research selectively as needed to fill gaps as against embracing a fuller array of high quality international research on food production, or agricultural production more generally, of prime importance to developing countries;
  - (iii) the dependence of the system's essentially applied research on knowledge developed by basic research and the need for parallel research on related factors of production.
- (b) Develop for the period 1983-87 an indicative plan in terms of the expansion of present activities, the addition of new activities and the financial resources required.
- (c) Examine the system's links and relations with the developing countries it is intended to serve and make recommendations for improvement. In this it will consider:
  - (i) the needs, views and aspirations of the developing countries;
  - (ii) the differences in national research capacity and likely trends in the future;

- (iii) the range of services, including training, to be provided by the system;
  - (iv) the adequacy of links with the international centers;
  - (v) how to improve participation by the developing countries in the deliberations of the Group.
- (d) Appraise the suitability of the system's structure, organization and governance for implementing the strategy for the next decade. The Committee will particularly consider:
- (i) responsibility for policy formulation, planning, decision making, accountability, monitoring and control;
  - (ii) the adequacy of present organization and processes for exercising these functions, for maintaining the quality of research and for coordinating and rationalizing the responsibilities of the principal elements of the system -- the Group itself, the Cosponsors, the Centers and their Boards, TAC and its Secretariat and the Secretariat of the CGIAR;
  - (iii) whether basic structural reforms are needed and if so, what should they be;
  - (iv) if basic reforms are not required, what modifications, if any, to present arrangements are needed.
- (e) Address the need for efficiency in the system's operations and use of resources, assess present arrangements and procedures and make recommendations for improvements. It will particularly consider:
- (i) the process for establishing priorities in the use of manpower and financial resources by the system as a whole and its individual components;
  - (ii) the means of ensuring adherence to the priorities established;
  - (iii) the balance between a center's accountability to the Group for use of resources and the benefits of independence of operation;
  - (iv) mechanisms for balancing claims and available funding;

- (v) whether for the conduct of CGIAR activities there are effective alternatives to the present typical international institute;
- (vi) how to ensure that the scarce resource represented by the system's small cadre of scientists is used to maximum advantage;
- (vii) the optimum size and likely productive life span of research institutions of the kind comprising the system.

2. In all the foregoing the Committee will concern itself with the Group and the system as a whole and not with individual institutes or programs.

3. The Committee will be served by a staff (the Study Team) which will work under the Committee's direction.

4. It will provide the Group with a report and recommendations in time for consideration by the Group at its meeting in the last quarter of 1981.

Second Review of the CGIAR System

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Provisional Budget

	<u>\$'000</u>
<u>Personnel Costs</u>	
Study Team	213
Secretariat Staff	14
Consultants, Research Papers	<u>41</u>
Subtotal	<u>268</u>
<u>Travel and Subsistence</u>	
Study Team	62
Committee, Other	<u>62</u>
Subtotal	<u>124</u>
<u>Miscellaneous</u>	
Office Supplies	2
Communications	5
Printing, Data Processing	5
Report, Transcript Preparation	<u>10</u>
Subtotal	<u>22</u>
<u>Contingencies</u>	<u>51</u>
TOTAL	<u><u>465</u></u>